

# The County of Yuba

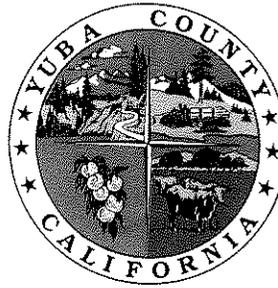
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## HEALTH & HUMAN SERVICES DEPARTMENT

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**Suzanne Nobles, Director**

6000 Lindhurst Ave., P.O. Box 2320, Marysville, California 95901  
Phone: (530) 749-6311 Fax: (530) 749-6281



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**Joseph W. Cassady, D.O.,  
Health Officer**

Phone: (530) 741-6366

October 25, 2011

Dave McDonald, Chief  
Outcomes and Accountability Bureau  
744 P Street, M.S. 8-21-91  
Sacramento, California 95814

Dear Mr. Mc Donald,

Enclosed please find the Yuba County Health and Human Services Department of Child Welfare Services 2011 Update to our three - year System Improvement Plan (SIP).

This document describes the goals and strategies that are being used as a tool for Yuba County's child welfare services providers and the community to improve outcomes for children in Yuba County. The SIP identifies the positive actions that will better ensure the safety of the children and improve services to Yuba County families.

We look forward to working with CDSS in the coming year.

Sincerely,

Suzanne Nobles, Director  
Yuba County Health and Human Services Department

**COUNTY OF YUBA**  
**CALIFORNIA CHILD AND FAMILY SERVICES REVIEW**  
**AB636 OUTCOMES AND ACCOUNTABILITY**



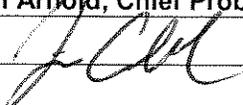
**2010 SYSTEM IMPROVEMENT PLAN (2011 UPDATE PLAN)**  
**FOR**  
**CHILD WELFARE SERVICES AND JUVENILE PROBATION DIVISION**

**OCTOBER 2011**

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SIP Cover Sheet

## California's Child and Family Services Review System Improvement Plan

County:	Yuba
Responsible County Child Welfare Agency:	Yuba County Health and Human Services
Period of Plan:	October 1, 2010 through October 1, 2011
Period of Outcomes Data:	(1) Quarter: Q1/2011
Date Submitted:	(2) 10/3/2011
<b>County Contact Person for County System Improvement Plan</b>	
Name:	Tony Roach
Title:	Program Manager
Address:	5730 Packard Ave., Marysville, CA 95901
Phone/Email	530-749-6245                      E-mail: troach@co.yuba.ca.us
<b>Submitted by each agency for the children under its care</b>	
Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Suzanne Nobles, Director, Health & Human Services
Signature:	
Submitted by:	County Chief Probation Officer
Name:	Jim Arnold, Chief Probation Officer, Probation Department
Signature:	

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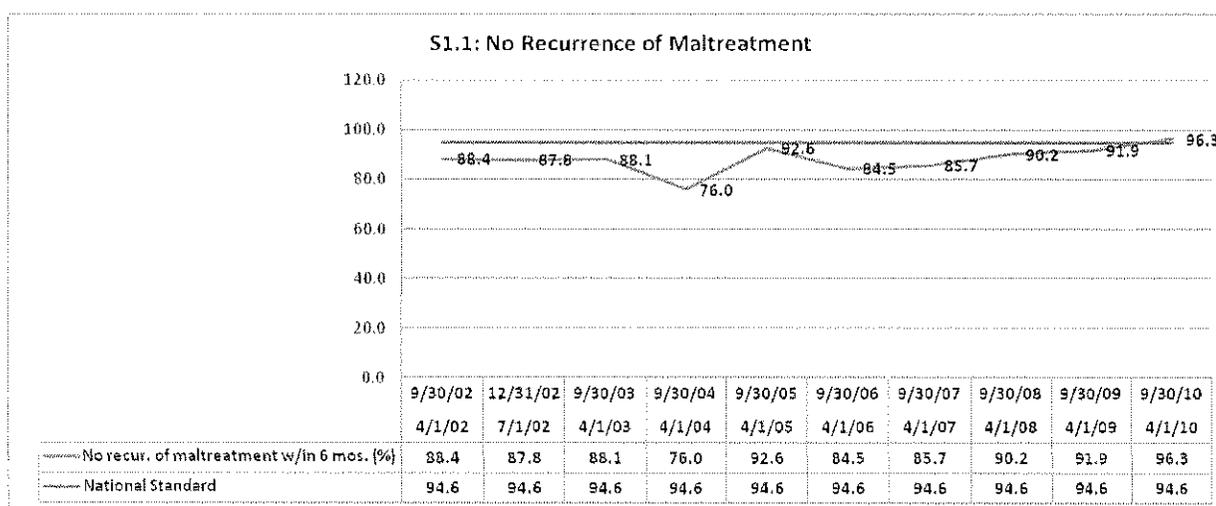
## Executive Summary

The Yuba County System Improvement Plan (SIP) Update is a report of the progress Child Welfare Services Division (CWS) and Juvenile Probation Department have made since the implementation of the three year System Improvement Plan (SIP) in October 2010.

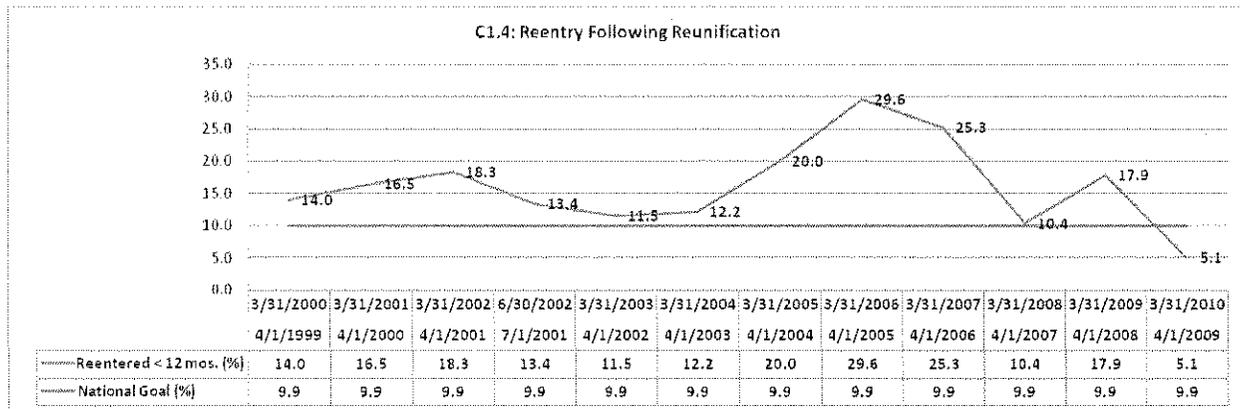
The 2010 SIP outlined the strategies that CWS and the Juvenile Probation Department plan to implement over a three year period to improve outcomes for children and families. The 2010 SIP incorporated the findings of 2010 County Self Assessment and 2009 Peer Quality Case Review (PQCR) and is operational from October 30, 2010 through October 30, 2013, with annual updates.

The following report outlines SIP progress that has been made for the time period October 1, 2010 through October 1, 2011 on the goals that were scheduled for implementation.

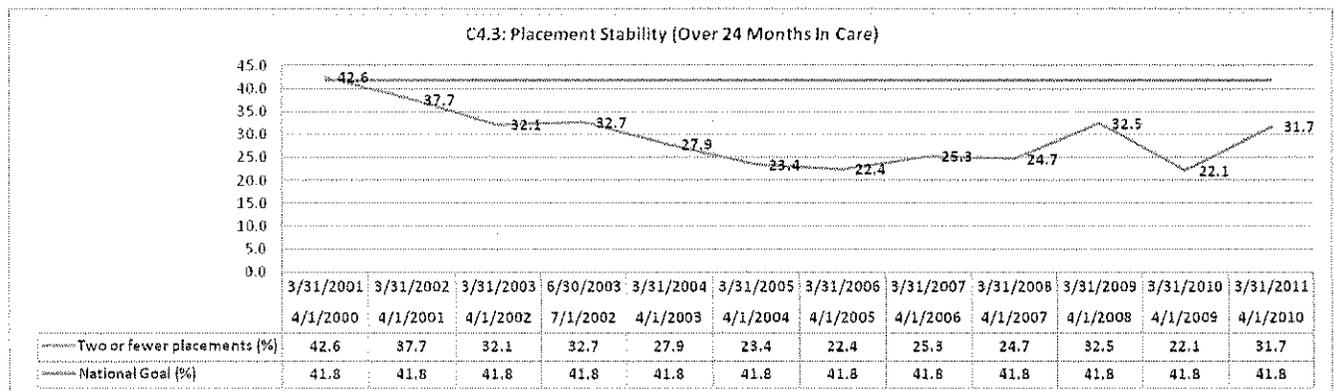
To determine the effectiveness of the SIP, CWS is monitoring the overall three outcome measures. According to the most recent Berkeley quarterly report (Q1/2011), CWS has already achieved the SIP goals for two of the three outcome measures. Thus far, the SIP goal has been achieved for S1.1 – No Recurrence of Maltreatment and C2.4 -- Reentry Following Reunification (Exit Cohort), but not for the C4.3 -- Placement Stability (at least 24 Months in Care). Please note, that although we are 10.1 percent away from the National Goal of 41.8 percent for C-4.3 Placement Stability, CWS has made great improvement in this area improving from 22.1 percent for the time period 3/31/2010 to 31.7 percent for the time period 3/31/2011. This is a 9.6 percent improvement from the previous data period and is indicating that CWS exceeded the SIP goal of 6.4 percent for the first 12 month update by 3.2 percent for C4.3 Placement Stability.



Data Source: Center for Social Services Research, School of Social Welfare  
 University of California Berkeley  
 Report Publication: SEP2011.Dat Extract: Q1 2011



Data Source: Center for Social Services Research, School of Social Welfare  
 University of California Berkeley  
 Report Publication: SEP2011.Dat Extract: Q1 2011



Data Source: Center for Social Services Research, School of Social Welfare  
 University of California Berkeley  
 Report Publication: SEP2011.Dat Extract: Q1 2011

The following report is the SIP Matrix – beginning page 21 -- as was submitted in October 2010, updated for data, strategies, and milestone progress. The data is updated to the most recent Berkeley quarterly report (Q1/2011) extract.

Yuba County CWS has achieved many improvements, but the families with whom we are working face more serious challenges than in previous years as a result of substance abuse and mental illness. In addition, the current economic crisis in Yuba County is adding tremendous stress on CWS families who are challenged by unemployment, substandard housing, etc.

As a result of the hard work of Yuba County CWS social workers, the accomplishments to date have greatly enhanced the benefits of our interventions. We look forward into the second year of SIP and working with our staff, parents, caregivers, the Court, other public agencies, community partners, service providers, and communities to ensure that children are protected, families receive services to prevent child abuse and reunify with children

who have been removed from their homes, if appropriate, and Yuba County youth are provided with appropriate services and permanent homes.

Yuba County is scheduled for the next Peer Quality Case Review (PQCR) in October 2012.

## **CWS/Probation Narrative**

### **I. CWS Narrative**

#### **S.1.1 No Recurrence of Maltreatment: National level: 94.6 Percent Yuba County performance: 96.3 Percent**

Yuba County's performance on this measure for the time period April 1, 2010 through September 30, 2010 was 96.3 percent, according to the data extracted from Berkeley quarterly report (2011- Q1). From a total of 135 children, 130 (96.3 percent) had no recurrence and 5 (3.7 percent) experienced a recurrence of maltreatment. The data determined that CWS exceeded the national standard and SIP goal of 94.6 percent for No Recurrence of Maltreatment by 1.7 percent.

It is also noteworthy to mention that CWS had made great improvement, improving from 88.4 percent for the time period September 30, 2002 to 96.3 percent for the time period September 30, 2010.

#### **A. Differential Response**

CWS realizes that to accomplish and maintain our mission of reducing the number of recurrence of maltreatment, we must continue to develop and to sustain services that allow families to access preventive and supportive services before potential risk to child safety escalates to a level warranting CWS intervention. Currently, CWS is in the process of expanding and fully implementing a Differential Response program to include Path I and II responses. CWS has developed and published a Request for Proposal (RFP) and has obtained a vendor.

Emergency Response (ER) referrals which are determined to be "Evaluated Out" by CWS Intake Staff will be routed to an FRC CWS social worker. These referrals may then be assigned to a community partner home visitor to conduct home visit (s) to assess family service needs, work with the family to develop a case plan, and provide case management. In addition, ER referrals that are determined to have a low to moderate risk by CWS Intake Staff are (will be) routed to an FRC CWS social worker. A home visit may be conducted jointly by community partners and the FRC CWS social worker to conduct a risk and family service needs assessment. When the risk to a child is determined high, it is handled by CWS SW.

The Division is hopeful that in Fiscal Year 2011/2012 the CAPIT/CBCAP/PSSF funds will be used to support community based organizations that provide prevention services for Differential Response (DR) activities initiated by CWS.

#### **B. Signs of Safety (SoS)**

The Division has been in the process of fully implementing SoS since October 2011 and is supplementing social workers' knowledge and skills in family engagement activities. This approach is ensuring families are involved in the development of case planning, improving critical thinking in social workers and enhancing safety by identifying dangers, developing well defined and realistic goals and by building safety networks. The supervisory staff is in the process of monitoring use of SoS and changes in the decision-making process and on families to ensure that staff is using SoS appropriately so that recurrence of maltreatment rates are being positively impacted.

**C1.4 -- Re-Entry following Reunification – National Level: 9.9 Yuba County Performance: 5.1 Percent**

Yuba County's performance on this measure for the time period April 1, 2009 through March 31, 2010 was 5.1 percent, according to the data extracted from Berkeley quarterly report (2011- Q1). From a total of 59 children, 56 (94.9 percent) had no reentry following reunification and 3 (5.1 percent) experienced a reentry. The data determined that CWS exceeded the national standard and SIP goal of 9.9 percent for Reentry Following Reunification by 4.8 percent.

CWS has steadily made great improvement in this area improving from 17.9 percent for the time period March 30, 2009 to 5.1 percent for the time period March 31, 2010.

**A. Safety Plan Guidelines**

We have focused on developing safety plan guidelines to be utilized by CWS staff and the client prior to reunification and/or case closure as a core requirement for this measure to decrease the number of children who re-enter CWS following reunification. Policies and procedures for safety guidelines were developed and reviewed/revised in order to identify and implement practices that work most effectively to support safety, permanency and stability for children and families.

An important component of the safety planning is that it occurs throughout the life of case. However, it is essential that when a family is reunifying, or a case is being closed, that a safety plan is established jointly with the family.

Steps taken to establish planned actions and to build a network of formal and informal contacts will assist to ensure safety goals are maintained after reunification and/or case closure. Supervisors are monitoring the use of safety plans in case consultations with social workers and when reviewing case narratives.

**B. Family Team Conferencing (FTC)**

We have focused on improving our FTC as another core requirement for this measure to decrease the number of children who are the victims of recurrence of maltreatment.

We have expanded the use of FTC as a strategy to facilitate the development of the safety plan jointly with the family. Policies and procedures for FTC were reviewed and revised in order to identify and implement practices that work most effectively to support the safety, permanency and stability for children and families.

FTC is convened for the initial family case planning and throughout the life of the case. This process is to select a set of service activities the family will take part in to resolve issues. Service Providers are encouraged to attend depending on their involvement and foster parents will be invited in the immediate future.

An important component of FTC is parental and community participation in the case planning process. Involvement of community partners, who are best equipped to provide the supports and resources, is required for successful reduction in the number of maltreatment referrals and successful reunification. Parental involvement is important as the parent is a partner in the process and, as such, must be present to help identify their strengths, celebrate their accomplishments and plan for future activities to improve their families well being.

#### **C4.3 -- Placement Stability (Over 24 Months in Care) National Level: 41.8 – Yuba County Performance 31.7**

For the time period April 1, 2010 to March 31, 2011, 68.3 percent (41) of Yuba County Children who were in foster care for at least 24 months had three or more placements and 31.7 percent (19) of children were in care at least 24 months had two or fewer placements.

Although, we are 10.1 percent away from the National Goal of 41.8 percent, we are steadily moving in the right direction and CWS has made great improvement in this area improving from 22.1 percent for the time period March 31, 2010 to 31.7 percent for the time period March 31, 2011. This is a 9.6 percent improvement from the previous period. The data is indicating that CWS exceeded the SIP goal of 6.4 percent for the first 12 month update by 3.2 percent for C4-3 Placement Stability.

Recent progress in this outcome can be attributed to the Family Team Conferencing which is used whenever there is a potential placement disruption, to attempt to stabilize the placement so the child can remain in his/her current placement.

This progress will be enhanced by improved data entry into the CWS/CMS regarding County Licensed Foster homes, Foster Family Agency homes and Group homes. The inclusion of this data will improve matching the child with the best substitute care provider possible and will streamline the search efforts for these homes. This activity will improve placement stability by meeting the child's needs from the onset.

Through joint efforts between CWS, Mental Health, the foster family and/or foster family agency and others, problems that can cause a potential placement disruption are identified. As a result, an intensive and comprehensive plan is developed to address the immediate needs of the youth and foster family to preserve the placement. This activity is making a positive impact in reducing the number of placement changes, especially for our older youth, by aggressively addressing problems early.

## **II. CWSOIP**

Yuba County is using Child Welfare Services Outcome Improvement Plan funding to address outcomes and systems improvement identified in the SIP. It is providing additional and temporary resources to allow families to receive services and stay out of CWS when appropriate. Currently, CWS funds support two (2) social worker positions to reduce caseloads and provide a higher quality of services to children and their families, particularly in the area of prevention, intervention and visitation.

### **A. Visitation Program**

The caring, home-like setting of our Visitation Center has encouraged positive family relationships. Children who come to our visitation center find a home-like environment with toys and games, comfortable furnishings, an outdoor children's playground, activities, and more. Under professional supervision, parents are free to do as they would at home, including use of a fully operational kitchen for meal preparation.

Visits are held in a setting that encourages parents and children to relax and feel comfortable, while parents gain skills in caring for their children as well as maintaining and strengthening family relationships.

Visitation staff monitor the family's situation and the parent's progress at many points during the service period. The parent(s) and staff jointly develop a visitation plan that includes goals and objectives designed to assist the parent in gaining confidence in meeting their child's needs and builds on the parent-child relationship. Visits are closely monitored by visitation staff who observe, coach, model appropriate skills and record activities. During planned activities, the parent practices skills acquired in the parent education classes.

1. The visitation program focuses on providing effective parenting skills. Yuba County CWS has focused on parent training as a core requirement for supporting successful family reunification.
2. Additionally, the visitation program focuses on assisting parents in practicing new skills learned in parenting classes.

3. Parent education programs focus on providing life skills training to instruct the clients in areas such as cleaning; cooking; budgeting; bill paying; and resolving housing, education and medical issues.
4. A support system is developed that will enable families to safely maintain the children in their home.

Skills-training for parents includes:

1. Parenting education
  - a. Parents practice the skills that are taught in the parenting classes during the structured family visit sessions.
2. Life-skills training and instruction in development of a supportive social network is offered before the child is returned to the parent's home.

Instruction in basic parenting skills, including life skills such as homemaking, budgeting, communication and anger management, is central in our effort to ensure that our families successfully reunify.

The CWS division is placing special emphasis on quality of the parent's social network following reunification. By establishing parent social support groups and promoting a mentor-like relationship between the birth parent and foster parent, CWS staff assist the parent in building a positive social network that they can draw support from when CWS is no longer a part of their lives. CWS staff is actively engaging the foster parents into the reunification process at the first visit. This process includes the foster parent meeting with the birth parents at the beginning of each visit to exchange information about the children.

### **III. Probation Narrative**

The Yuba County Probation Department has incorporated a number of items since submitting the System's Improvement Plan in October 2010.

The Placement Officer has been utilizing internet search engines to attempt to locate additional family members of the youth or additional persons the youth feels are significant and could serve as a lifelong connection. This has been extremely beneficial and rewarding to the youth. The Placement Officer has located and connected with biological parents and family members the youth did not know existed. It is hoped that during this process, the youth will have a permanent living arrangement upon exiting foster care.

The Placement Officer intends to contact the State of California Department of Adoptions at the onset of the youth entering foster care. The Placement Officer, and the probation

department as a whole, is not accustomed to having 602 W&I youth adopted. Therefore, it will be requested that State Adoptions provide a training session in order to begin referring youth for adoption services.

A number of probation staff have participated in the Strengthening Families program training provided by Sutter-Yuba Mental Health. The intent of training probation staff is to begin providing the Strengthening Families program within the probation department. Offering this program to youth and their families will enhance their relationships and promote a successful reunification.

The Probation Department and Victim Services provides a number of programs to youths, adults and families; including, but not limited to parenting, individual and family therapy. The families of foster youth are referred for parenting while their child is in placement. This offers the parent the opportunity to learn techniques on how to manage their child's behavior through proper and effective parenting.

The Placement Officer has not yet been trained in Team Decision Making. However, the Placement Officer meets with parents on a monthly basis to discuss the youth's progress in placement and the reunification plan.

The Placement Officer coordinated with placement facilities, youth and families to ensure there was clear understanding of what was expected of the youth during home visits in order for visits to be safe and productive. The Placement Officer ensured the family had options if home visits were not successful (contacting probation, returning youth to placement facility, etc.). Additionally, the Probation Department utilized a portion of the Child Welfare Services Outcome Improvement Augmentation Allocation to purchase gift cards for local restaurants and the theater for utilization during home visits. This encouraged the family to participate in pro-social activities together. In doing this, the family was able to spend quality time together, which involved communication and bonding during meals. These activities were vital to successful reunification with family.

The Placement Officer has contacted various Foster Family Agencies (FFA'S) regarding the recruitment of 602 W&I foster homes. The probation department plans to create a brochure on the facts of 602 W&I youth pertaining to foster care. These brochures will be distributed to local FFA. Additionally, the Placement Officer is an active participant in the Foster Youth Advisory Meeting and the Blue Ribbon Commission. During both of these meetings, the Placement Officer has had the opportunity to advocate for 602 W&I foster homes.

The Placement Officer encouraged families to be an active participant in the youth's education. The Placement Officer ensured families were aware of the youth's needs and their successes. The Probation Department utilized a portion of the Child Welfare Services Outcome Improvement Augmentation Allocation to purchase gas cards. The gas

cards assisted families with traveling to the placement facility/school (often out of the local area) to attend Individualized Education Plan Meetings (IEP's) or other equally important school meetings. Engaging the youth's family in their child's education was extremely important and beneficial to the youth's success in school. The youth felt supported by their family and were excited to share their achievements.

The Placement Officer regularly monitored the youth's participation and progress in the Independent Living Program (ILP). Additionally, the Placement Officer had regular contact with the ILP Coordinator and received progress reports. This was discussed monthly with the youth and often with the youth's parents.

#### **IV. Probation CWSOIP**

The Yuba County Probation Department received \$10,000 for the Child Welfare Services Outcome Improvement Augmentation Allocation. Of that \$10,000, \$3,625 was spent on gift cards for Payless Shoe Store, Kohl's and JC Penny Department Stores, Chilies and Applebee's restaurants, Cinemark Theater and Chevron gas stations.

The Placement Officer offered youth and their families gift cards to local restaurants and the theater for utilization during home visits. This encouraged the family to participate in pro-social activities together. In doing this, the family was able to spend quality time together, which involved communication and bonding during meals. These activities were vital to successful reunification with family.

The Placement Officer utilized clothing and shoe gift cards for youth entering foster care who had very little clothing. The youth would often arrive with clothing that did not fit or was not suitable (torn, stained, etc.). The Placement Officer often took youth shopping in order to obtain appropriate clothing and helped teach them how to budget money. The clothing purchased was also often used for Court appearances and/or employment interviews. Having access to clothing would also prepare the youth for establishing a relationship with professional mentors. The youth gained more confidence in wearing good quality, professional clothing.

C. CWS/Probation SIP Matrix – October 2010 System Improvement Plan (2011 Update)

**CWS**

**Outcome/Systemic Factor: S1.1 No Recurrence of Maltreatment**

Of all children who were the victims of a substantiated maltreatment allegation during the selected six-month period, what percent were not victims of another substantiated allegation within the following six months?

**County's Current Performance:**

Yuba County's performance on this measure for the time period April 1, 2010 through September 30, 2010 was 96.3 percent, according to the data extracted from Berkeley quarterly report (2011- Q1). From a total of 135 children, 130 (96.3 percent) had no recurrence and 5 (3.7 percent) experienced a recurrence of maltreatment. The data determined that CWS exceeded the national standard and SIP goal of 94.6 percent for No Recurrence of Maltreatment by 1.7 percent.

It is also noteworthy to mention that CWS had made great improvement, improving from 88.4 percent for the time period September 30, 2002 to 96.3 percent for the time period September 30, 2010.

<b>From:</b>	4/1/2002	7/1/2002	4/1/2003	4/1/2004	4/1/2005	4/1/2006	4/1/2007	4/1/2008	4/1/2009	4/1/2010
<b>To:</b>	9/30/2002	12/31/2002	9/30/2003	9/30/2004	9/30/2005	9/30/2006	9/30/2007	9/30/2008	9/30/2009	9/30/2010
No recur. of maltreatment w/in 6 mos. (%)	88.4	87.8	88.1	76.0	92.6	84.5	85.7	90.2	91.9	96.3
National Standard	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6	94.6

Data Source: Center for Social Services Research, School of Social Welfare  
University of California Berkeley  
Report Publication: SEP2011.Dat Extract: Q1 2011

**Improvement Goal 1.0**

**Increase No Recurrence of Maltreatment by 5.5 percent to reach the national standard of 94.6 percent.**

Strategy 1.1 Expand and fully implement a Differential Response (DR) program to include Path I and II responses.		CAPIT		Strategy Rationale
		<input checked="" type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	
		<input type="checkbox"/> N/A		Fully implemented DR will allow CWS and CBOs to respond in a more flexible manner to reports of child abuse or neglect based on an assessment of safety, risk, and protective capacity to provide services to families early in order to investigate safety threats and assist in strengthening families.
		November 2010		Program Manager, ER Supervisors, Out-stationed Social Worker
Milestone	1.1.1 Review and revise the current policy and procedure for DR.	Oct 2011 Update: Completed of a contract in Mid-October 2011.	Assigned to	
	1.1.2 Develop and publish RFP to obtain vendor.	November 2010 through January 2011 Oct. 2011 Update: Completed in May 2011 and a vendor was selected.		
	1.1.3 Train CWS social workers and CBOs in DR Path II.	April 2011 Oct. 2011 Update: Completed contract in mid-October 2011.		Program Manager ER Supervisors Out-stationed Social Worker Administrative Analyst
	1.1.4 Establish collaboration between staff and contracted CBOs through regular and on-going joint meetings and the development and clarification of related policy and procedures.	April 2011 through June 2012 Oct. 2011 Update: Completed contract in mid-October 2011.		Program Manager CWS Supervisors
	1.1.5	May 2011 through June 2013		CWS Program Manager CWS Supervisors Out-stationed Social Worker Administrative Analyst
				Program Manager

	Implement the new DR program. Incorporate the use of the SDM tool specific to DR.		<p><b>Oct. 2011 Update:</b> completed contract in mid-October 2011</p> <p>April 2012</p> <p><b>Oct. 2011 Update:</b> Anticipate beginning this process in April 2012</p> <p>April 2012 through June 2013</p> <p><b>October Update:</b> Anticipate beginning this process in April 2012.</p>		CWS Supervisors
1.1.6	Develop a database for monitoring staff use of DR.				Program Manager Administrative Analyst CWS Help Desk
1.1.7	Continue to re-evaluate DR community and staff training needs.				Program Manager Administrative Analyst
<b>Improvement Goal 2.0</b>					
Supplement social workers' knowledge and skills in family engagement activities by using the Signs of Safety (SoS) model.					
<b>Strategy 2.1</b>					
Expand the use of the SoS model to be used by CWS supervisors and social workers. SoS will be integrated with the SDM risk assessment tool.					
		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Strategy Rationale</b></p> <p>SoS provides a means to engage families using solution focused methods. This approach will ensure families are involved in development of case planning, improve critical thinking in social workers and enhance safety by indentifying dangers, developing well defined and realistic goals and by building safety networks.</p>		
<b>Milestone</b>	2.1.1 Provide formal training to CWS Core Team.	Timeframe	September 2010  October 2011 Update: Core Team was established and training was provided in September 2010 and in March 2011.	Assigned to	Program Manager CWS Supervisors

	<p><b>2.1.2</b> Develop guidelines for use of SoS model.</p>		<p>October 2010 <b>October 2011 Update:</b> Development of the guidelines will be initiated in November 2011 and will be completed in January 2012.</p>		<p>Program Manager CWS Supervisors Administrative Analyst</p>
	<p><b>2.1.3</b> Implement SoS in case staffing between social workers and supervisors.</p>		<p>November 2010 <b>October 2011 Update: Began Safety Mappings in both individual and group meetings in October 2010 – these have continue since that time</b></p>		<p>Program Manager CWS Supervisors CWS Social Workers</p>
	<p><b>2.1.4</b> Implement SoS for use in field.</p>		<p>June 2011 <b>October 2011 Update:</b> Social Workers began using specific SOS tools in the field May 2010.</p>		<p>Program Manager CWS Supervisors</p>
	<p><b>2.1.5</b> Assess staff use of SoS tools through regularly scheduled meetings.</p>		<p>April 2011 through June 2013 <b>October 2011 Update:</b> Program Manager began assessment in April 2010 during Supervisor meetings and this is an ongoing process.</p>		<p>Program Manager Administrative Analyst</p>

	<p><b>2.1.6</b> Monitor effective implementation of SoS and measure its effect on risk and safety using SafeMeasures data.</p>		<p>April 2011 through June 2013</p> <p><b>October 2011 Update:</b> CWS Supervisors and Program Manager have been monitoring the implementation of the SoS model. Supervisors and Program Manager have been using SafeMeasures to monitor its effectiveness since May 2011. This will be an ongoing process.</p>	<p>Program Manager CWS Supervisors Administrative Analyst</p>
	<p><b>2.1.7</b> Develop a survey for families and CWS social workers to complete for evaluation purposes.</p>		<p>September 2011</p> <p><b>October 2011 Update:</b> Development of the Survey will be initiated in November 2011 and will be completed in January 2012.</p>	<p>Program Manager CWS Supervisors Social Workers Administrative Analyst</p>
	<p><b>2.1.8</b> Review and revise current SDM Policy and Procedure to integrate the use of the SDM and SoS applications.</p>		<p>February 2011</p> <p><b>October 2011 Update:</b> SoS has been incorporated into relevant Policies and Procedures as they have been revised since February 2011.</p>	<p>Program Manager Administrative Analyst</p>
<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b> CWS will enhance the following to reduce the recurrence of maltreatment:</p>				

<ul style="list-style-type: none"> <li>• Improvement of community partnerships.</li> <li>• Response to families in a manner that is perceived as non-adversarial, engaging them in the necessary change process.</li> <li>• Commitment to prevention and early intervention.</li> <li>• Determination of the appropriate response path and service delivery.</li> <li>• Response and service delivery to individual family needs.</li> <li>• Comprehensive family assessments of safety, risk and protective capacity as well as the identification of family strengths and needs.</li> <li>• Focus of the planning process on the changes needed to assure the ongoing protection of children.</li> </ul>
<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p> <p>Staff will need to receive training/coaching for the SoS model and integration with SDM. Also, training is needed for community partners/FRCs in regards to DR.</p>
<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p> <p>CWS will work closely with community partners/FRCs, CalWORKs and other county agencies (Mental Health and Public Health) on DR and evidence based practices.</p>
<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p> <p>None</p>

**Outcome/Systemic Factor: C1.4 Reentry Following Reunification**

Of all children exiting foster care to reunification during the selected 12-month period, what percent reentered foster care less than 12 months from the date of discharge?

**County's Current Performance:**

Yuba County's performance on this measure for the time period April 1, 2009 through March 31, 2010 was 5.1 percent, according to the data extracted from Berkeley quarterly report (2011- Q1). From a total of 59 children, 56 (94.9 percent) had no reentry following reunification and 3 (5.1 percent) experienced a reentry. The data determined that CWS exceeded the national standard and SIP goal of 9.9 percent for Reentry Following Reunification by 4.8 percent.

CWS has steadily made great improvement in this area improving from 17.9 percent for the time period March 30, 2009 to 5.1 percent for the time period March 30, 201.

	4/1/2001	7/1/2001	4/1/2002	4/1/2003	4/1/2004	4/1/2005	4/1/2006	4/1/2007	4/1/2008	4/1/2009
From:	3/31/2002	6/30/2002	3/31/2003	3/31/2004	3/31/2005	3/31/2006	3/31/2007	3/31/2008	3/31/2009	3/31/2010
Reentered < 12 mos. (%)	18.3	13.4	11.5	12.2	20.0	29.6	25.3	10.4	17.9	5.1
National Goal (%)	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9	9.9
Exit to Reun. (n)	115	97	78	90	95	54	91	77	78	59

Data Source: Center for Social Services Research, School of Social Welfare  
University of California Berkeley  
Report Publication: SEP2011.Dat Extract: Q1 2011

**Improvement Goal 1.0**

Decrease Reentry Following Reunification by 7 percent within three years to reach the national standard of 9.9 percent.

**Strategy 1.1**

Develop safety plan guidelines that will be utilized by CWS staff and the client prior to reunification and/or case closure.

**Strategy Rationale**

Safety planning occurs throughout the life of a case. However, it is essential that when a family is reunifying or a case is being closed that a safety plan be established jointly with the family.

<input type="checkbox"/>	CAPIT
<input type="checkbox"/>	CBCAP
<input type="checkbox"/>	PSSF
<input checked="" type="checkbox"/>	N/A

<p>Steps taken to establish planned actions and to build a network of formal and informal contacts will assist to ensure that safety goals are maintained after reunification and/or case closure. This plan will reduce the likelihood of reentry into foster care.</p>	<p>Program Manager Supervisors Administrative Analyst</p>	<p>Assigned to</p>	<p>November 2010</p> <p><b>October 2011 Update:</b> Workgroup established in October 2010. The workgroup has been reviewing and discussing the Safety Circles and Future House models to guide the process of developing a comprehensive policy and procedure.</p>	<p>Supervisor(s)</p>
			<p>January 2011</p> <p><b>October 2011 Update:</b> Will be review the Policy and Procedure with CWS staff when it is completed.</p>	<p>Supervisor(s)</p>
			<p>January 2011</p> <p><b>October 2011 Update:</b> Training has been provided by formal training, webinars and by practice leaders since September 2010. Coaching by Supervisors is an ongoing process.</p>	<p>Supervisor(s)</p>
			<p>Timeframe</p>	<p>Assigned to</p>
<p><b>Milestone</b></p>	<p><b>1.1.1</b> Establish a workgroup to develop safety plan policy and procedures that clearly define expectations, identify requirements, and reinforce family involvement.</p> <p><b>1.1.2</b> Review the safety plan policy and procedures with CWS staff.</p> <p><b>1.1.3</b> Train CWS staff on safety planning.</p>			

	<p><b>1.1.4</b> Ensure that clients who are ready to reunify and clients who are ready for case closure have an established safety plan that includes provisions for follow-up services, if needed, and a network to ensure that the family maintains safety goals.</p>		<p>February 2011 through September 2013 <b>October 2011 Update:</b> Identification of Family networks has been ongoing since September 2010. A safety plan with an identified safety network is completed in the Family Team Conference at Reunification and closing or dismissal of a case.</p>		Supervisors(s) CWS Social Workers
	<p><b>1.1.5</b> Supervisors will monitor the use of safety plans in case consultations with the social worker and when reviewing case narrative.</p>		<p>March 2011 through September 2013 <b>October 2011 Update:</b> Case consultations with social workers and review of case narrative by CWS Supervisors has been ongoing since January 2011.</p>		Supervisor(s) CWS Social Workers
	<p><b>1.1.6</b> The process will be evaluated by monitoring the reentry outcome measure using the U. C. Berkeley and SafeMeasures data.</p>		<p>March 2012 through September 2013 <b>October 2011 Update:</b> Reentry outcome measures are continually being monitored and, as previously stated, Yuba County is showing improvement.</p>		Program Manager Administrative Analyst



	safety plans by reviewing the plans and in discussions with the FTC facilitator.		The CWS Supervisor and Program Manager has been monitoring the implementation process and reviewing the safety plans since December 2010.	
<p><b>Improvement Goal 2.0</b></p> <p>Enhance the quality and availability of visitation services.</p>				
<p><b>Strategy 2.1</b></p> <p>Enhance the existing visitation program by incorporating Signs of Safety (SoS) model.</p>		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input checked="" type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p><b>Strategy Rationale</b></p> <p>Research has shown that the single most effective service during reunification is visitation between the parent and child. Creating structure in the visit in the form of coaching and modeling appropriate skills will enhance the visitation by empowering the parent with a new set of skills and improving the relationship between the parent and child. Additionally, this gives the parent an opportunity to demonstrate safe behavior while around the child.</p>	
<p><b>Milestone</b></p>	<p><b>2.1.1</b></p> <p>Provide training/coaching to visitation program staff.</p>	<p><b>Timeframe</b></p>	<p>November 2010 through April 2011</p> <p><b>October 2011 Update:</b></p> <p>Visitation Social Worker is a member of the SoS core team.</p> <p>Received formal training in April</p>	<p>Assigned to</p> <p>Supervisors</p>

<p><b>2.1.2</b> Assess visitation program staff use of SoS through regularly scheduled meetings (every 60 days).</p>	<p><b>2011.</b> January 2011 through September 2013 <b>October 2011 Update:</b> Supervision has been ongoing since November 2011. The Social Worker has been incorporating elements of the SoS model into the Visitation Program.</p>	<p>Visitation Staff Supervisor Program Manager</p>
<p><b>2.1.3</b> Evaluate the effectiveness of the visitation program by monitoring the reentry and reunification measure data from U.C. Berkeley and SafeMeasures.</p>	<p>April 2011 through September 2013 <b>October 2011 Update: Reentry</b> outcome measures are being continually monitored using the Berkeley Website data sets. The data indicates that this measure is trending in a positive direction.</p>	<p>Administrative Analyst Program Manager</p>
<p><b>Strategy 2. 2</b> Encourage all relative/NREFM caregivers to participate in the in-house parenting education classes.</p>		
<p><input type="checkbox"/> CAPIT</p>	<p><b>Strategy Rationale</b></p>	<p>Research shows that relative caregivers often need more support than non-related foster parents. The provision of parenting classes gives these relatives additional tools they can use to care for the children placed in their home. Additionally, the parenting instruction they will receive is the same information the parent is receiving. This will create consistency for the child, as both the relative/NREFM and parent would be using the same</p>
<p><input type="checkbox"/> CBCAP</p>		
<p><input checked="" type="checkbox"/> PSSF</p>		
<p><input type="checkbox"/> N/A</p>		

<p>parenting practices. This will assist in decreasing the reentry rate, as the relative can be part of the family network of support by assisting the parent in caring for the children after the family has reunified.</p>			
	<p><b>Milestone</b></p>	<p><b>Assigned to</b></p>	<p>Social Workers Parenting Education Instructor</p> <p>Social Workers Parenting Education Instructor</p> <p>Program Manager Administrative Analyst Supervisor(s)</p>
	<p><b>2.2.1</b> Ensure that a referral to provide relative/NREFM caregivers with parent education training is completed prior to the child being placed in the home, using the established referral process for parenting classes.</p>	<p><b>Timeframe</b></p> <p>November 2010 through September 2013 <b>October 2011 Update:</b> Referrals to the Parenting Education class are made at the time relatives/NREFM is approved for placement.</p>	<p>Social Workers Parenting Education Instructor</p>
	<p><b>2.2.2</b> Provide the relative/NREFM additional support in the form of in-home instruction or access to the parenting instructor for follow up questions after they complete the course.</p>	<p>January 2011 through September 2013 <b>October 2011 Update:</b> Referrals are made when further instruction is assessed to be beneficial or requested by the relative/NREFM.</p>	<p>Social Workers Parenting Education Instructor</p>
	<p><b>2.2.3</b> Develop a survey that would be completed by the relative/NREFM no later than 45 days</p>	<p>February 2011 through September 2013 <b>October 2011 Update: Not yet completed. The development of a</b></p>	<p>Program Manager Administrative Analyst Supervisor(s)</p>

	after the completion of the classes to determine level of use of the parenting principles and skills they learned.		survey is in process.	
2.2.4 Evaluate the effectiveness by monitoring the reunification and reentry data from U.C. Berkeley and SafeMeasures.		April 2011 through September 2013 <b>October 2011 Update: The reentry outcome measures are currently being monitored. As stated previously the county performance on the reentry rates is trending in a positive direction.</b>		Administrative Analyst Program Manager
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b>				
Social workers will need to consistently engage families in the creation of a case plan and safety plan. The safety plan protocol and the integration of FTC and safety plan protocol will need to be developed by the CWS staff. CWS must work more closely with outside agencies and resources in identifying relatives/NREFMs as placement options.				
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>				
Staff will need training/coaching on developing a safety plan, and refresher training on integration of FTC and safety plan.				
<b>Identify roles of the other partners in achieving the improvement goals.</b>				
Collaboration, input and data will be necessary from foster family agencies, community partners, and substitute care providers.				
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>				
None.				

**Outcome/Systemic Factor:**

**C4.3 – Placement Stability (Over 24 Months in Care)**

Of all children in foster care during the selected 12-month period who were in care for at least 24 months, what percent had two or fewer placements?

**County's Current Performance:**

For the time period April 1, 2010 to March 31, 2011, 68.3 percent (41) of Yuba County Children who were in foster care for at least 24 months had three or more placements and 31.7 percent (19) of children were in care at least 24 months had two or fewer placements.

Although, we are 10.1 percent away from the National Goal of 41.8 percent, we are steadily moving in the right direction and CWS has made great improvement in this area improving from 22.1 percent for the time period March 31, 2010 to 31.7 percent for the time period March 31, 2011. This is a 9.6percent improvement from the previous period. The data is indicating that CWS exceeded the SIP goal of 6.4percent for the first 12 month update by 3.2 percent for C4-3 Placement Stability.

	4/1/2002	7/1/2002	4/1/2003	4/1/2004	4/1/2005	4/1/2006	4/1/2007	4/1/2008	4/1/2009	4/1/2010
From:	4/1/2002	7/1/2002	4/1/2003	4/1/2004	4/1/2005	4/1/2006	4/1/2007	4/1/2008	4/1/2009	4/1/2010
To:	3/31/2003	6/30/2003	3/31/2004	3/31/2005	3/31/2006	3/31/2007	3/31/2008	3/31/2009	3/31/2010	3/31/2011
Two or fewer placements (%)	32.1	32.7	27.9	23.4	22.4	25.3	24.7	32.5	22.1	31.7
National Goal (%)	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8	41.8

Data Source: Center for Social Services Research, School of Social Welfare  
University of California Berkeley  
Report Publication: SEP2011\_Data Extract: Q1 2011

**Improvement Goal 1.0**

Reduce placement disruptions and multiple foster care placements by 19.2 percent to reach the national standard of 41.8 percent.

<b>Strategy 1.1</b> Develop the placement preservation intervention protocol.		<b>Strategy Rationale</b> A placement preservation intervention protocol will increase placement stability of children placed in out of home care by addressing the child and foster parent concerns as early as possible using a multi-disciplinary team approach. The team will assess the circumstances and provide services to preserve the placement.	
		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<b>1.1.1</b> Establish a placement preservation intervention protocol that describes responsibilities and roles of team members as well as the procedural steps for activating placement preservation team. Include community partners in the planning and the development of the protocol.	November 2010 through January 2011  <b>October 2011 Update:</b> Established a work group in June 2011. The protocol is being developed jointly with the Blue Ribbon Commission.	Program Manager Supervisor Social Worker Administrative Analyst Community Partners	
<b>1.1.2</b> Complete/Finalize the placement preservation intervention protocol document.	February 2011  <b>October 2011 Update:</b> Anticipated implementation of the protocol in December 2011; community stakeholders will be advised.	Program Manager Supervisor Social Workers Administrative Analyst Community Partners	
<b>1.1.3</b> Implement the placement preservation intervention protocol.	March 2011  <b>October 2011 Update</b> Implementation will begin in December 2011.	Program Manager Supervisors Social Workers Administrative Analyst Community Partners	
<b>1.1.4</b> Advise substitute foster care provider of the	March 2011  <b>October 2011 Update:</b>	Program Manager Supervisors	

	placement preservation intervention protocol at time of placement and include a printed copy of the protocol in the placement packet provided to substitute care providers at the time of placement.	Anticipating completion of this step in December 2011.	Social Workers
1.1.5	Expand the use of the FTC to address placement issues for foster youth.	March 2011 through September 2013 <b>October 2011 Update: Not yet completed. The FTC process will be incorporated in the final protocol.</b>	Program Manager FTC Facilitator Administrative Analyst
1.1.6	Monitor the outcomes of utilization of the placement preservation intervention protocol on a periodic basis to assess programmatic results. Data tracking measures and tools will be developed, refined, and modified based on ongoing evaluation.	March 2012 through September 2013 <b>October 2011 Update: Not yet started.</b>	CWS Program Manager CWS Supervisors Administrative Analyst
1.1.7	Refine/modify the guidelines and procedures as necessary to improve the process.	March 2012 through September 2013 <b>October 2011 Update: Not yet started.</b>	CWS Program Manager CWS Supervisors Administrative Analyst
<b>Improvement Goal 2.0</b>			
Reduce placement disruption and multiple foster care placements by increasing the number of relative/non-related extended family member (NREFM) homes.			

<b>Strategy 2.1</b> Enhance concurrent planning practices by improving the process for identification of potential relative/NREFM placement homes at time of initial detention.		<b>Strategy Rationale</b>	
		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	<p>Research has shown that when a child is placed in a kinship placement, they are less likely to experience placement changes. The familiarization with family members helps to decrease separation anxiety and feelings of loss for the child. This sense of stability results in a reduction in problem behavior that often is the cause of placement changes.</p>
<b>Milestone</b>	<b>2.1.1</b> Assess the current practice related to initial placements with relatives and NREFMs.	<p>November 2010</p> <p><b>October 2011 Update:</b> <b>Completed December 2010</b></p>	<p>Program Manager Administrative Analyst</p>
	<b>2.1.2</b> Establish practices related to identifying relatives and NREFMs that includes techniques of Family Finding.	<p>November 2010 through January 2011</p> <p><b>October 2011 Update:</b> <b>Finalized establishment of Family Finding practices in January 2011 practice. Includes interviewing parents; case record mining and search for identified Relatives/NREFM.</b></p>	<p>Program Manager Supervisors Social Workers Administrative Analyst</p>
	<b>2.1.3</b> Provide training in techniques of Family Finding including the use of an Internet search engines. Provide training on concurrent planning to emphasize the importance of locating prospective permanent homes for foster children.	<p>February 2011</p> <p><b>October 2011 Update:</b> <b>Concurrent Planning training completed in April 2011</b></p>	<p>Program Manager Supervisors</p>
		<b>Timeframe</b>	<b>Assigned to</b>

	<p><b>2.1.4</b> Implement the new process of Family Finding to assist with indentifying relative and NREFM placement homes within the first 30 days of a case.</p>	<p>February 2011 through September 2013  <b>October 2011 Update:</b>  Implementation of new process began March 2011, includes interviewing family; review of case files and review of the family tree. Anticipate incorporating CWS/CMS update for Family Finding - notification of relative documentation in Feb. 2012.</p>	<p>Program Manager  CWS Supervisors</p>												
	<p><b>2.1.5</b> Monitor and track the progress of the new process for identification of relatives and NREFMs through periodic Business Objects reports on the number of relative/NREFM placements.</p>	<p>June 2011 through September 2013  <b>October 2011 Update:</b>  The Foster Care Licensing Social Worker is requesting monthly Business Object reports to monitor the number of relative/ NREFM placements and has been since June 2011.</p>	<p>Program Manager  CWS Supervisor  System Support Analyst</p>												
<p><b>Improvement Goal 3.0</b>  Improve children's mental health and developmental screening.</p>															
<table border="1"> <thead> <tr> <th data-bbox="1252 86 1300 2011"><b>Strategy 3. 1</b></th> <th data-bbox="1252 911 1300 1142"><input type="checkbox"/> CAPIT</th> <th data-bbox="1252 911 1300 1142"><b>Strategy Rationale</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="1300 86 1421 2011"> Implement Ages and Stages (0-5) and Children and Adolescent Needs and Strengths (6-18) so that the social workers can conduct mental health and developmental screening for children </td> <td data-bbox="1300 911 1344 1142"><input type="checkbox"/> CBCAP</td> <td data-bbox="1300 86 1421 1142"> Early screening, assessment, and intervention for emotional and behavioral problems for children can help forestall or prevent more serious problems such as educational failure, </td> </tr> <tr> <td></td> <td data-bbox="1344 911 1388 1142"><input type="checkbox"/> PSSF</td> <td></td> </tr> <tr> <td></td> <td data-bbox="1388 911 1421 1142"><input checked="" type="checkbox"/> N/A</td> <td></td> </tr> </tbody> </table>				<b>Strategy 3. 1</b>	<input type="checkbox"/> CAPIT	<b>Strategy Rationale</b>	Implement Ages and Stages (0-5) and Children and Adolescent Needs and Strengths (6-18) so that the social workers can conduct mental health and developmental screening for children	<input type="checkbox"/> CBCAP	Early screening, assessment, and intervention for emotional and behavioral problems for children can help forestall or prevent more serious problems such as educational failure,		<input type="checkbox"/> PSSF			<input checked="" type="checkbox"/> N/A	
<b>Strategy 3. 1</b>	<input type="checkbox"/> CAPIT	<b>Strategy Rationale</b>													
Implement Ages and Stages (0-5) and Children and Adolescent Needs and Strengths (6-18) so that the social workers can conduct mental health and developmental screening for children	<input type="checkbox"/> CBCAP	Early screening, assessment, and intervention for emotional and behavioral problems for children can help forestall or prevent more serious problems such as educational failure,													
	<input type="checkbox"/> PSSF														
	<input checked="" type="checkbox"/> N/A														

in CWS.	substance abuse, and placement failures.		
Milestone	Timeframe	Assigned to	
<p><b>3.1.1</b> Provide training to social workers for administering screening tools.</p>	<p>November 2010 <b>October 2011 Update:</b> Training was provided in UC Davis in November 2010 and again in July 2011.</p>	<p>Assigned to</p>	<p>CWS Supervisors CWS Social Worker</p>
<p><b>3.1.2</b> Complete a screening tool on all children entering CWS system. Provide the results to the case managing social worker.</p>	<p>November 2010 through September 2013 <b>October 2011 Update:</b> Screening of children zero to five years old began in October 2010 by a social worker. This activity was reassigned in June 2011 to the CWS Public Health Nurse. Yuba County is also screening children 6 to 18 years old using the Strengths and Difficulties tool. This is being administered and tracked by a CWS social worker.</p>	<p>Assigned to</p>	<p>CWS Supervisors Social Worker CWS Public Health Nurse</p>
<p><b>3.1.3</b> Creating a tracking system to evaluate the number of children receiving early intervention services based on the results of the initial screening.</p>	<p>March 2011 through September 2013 <b>October 2011 Update:</b> Not yet completed. Yuba County is currently working with UC Davis Regional</p>	<p>Assigned to</p>	<p>Administrative Analyst Program Manager</p>

		Training Academy to develop a tracking system.	
	<p><b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b></p>	<ul style="list-style-type: none"> <li>• Improve the capacity of local foster homes to effectively meet the multiplicity of needs of the children.</li> <li>• Consistent communication and a team approach will enhance the substitute care providers' understanding of the process that the child and family are involved in and the roles they play in meeting the children's needs.</li> <li>• Increase the use of existing foster care/kinship care education resources by the local foster homes.</li> </ul>	
	<p><b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b></p>	<p>Training on concurrent planning, especially regarding children who are placed out of home or are at risk of placement disruption.</p>	
	<p><b>Identify roles of the other partners in achieving the improvement goals.</b></p>	<p>Will need to work closely with State Adoptions to collaborate on solution.</p>	
	<p><b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b></p>	<p>None</p>	

**Probation**

**Outcome/Systemic Factor: Exit to permanency for those children in care over 24 months.**

**County's Current Performance:**

**Improvement Goal 1.0:**

Thirty-five percent of all youth on probation will be placed in a permanent living arrangement.

**Strategy 1.1**

Utilize concurrent planning and start family finding process early in case

- CAPIT
- CBCAP
- PSSF
- N/A

**Strategy Rationale**

Locating appropriate family members who are able/willing to take youth into care will assist the youth establishing permanent family relationships and help prevent long term out of home placement.

Milestone	Timeframe	Assigned to	
<p><b>1.1.1</b> Train staff on concurrent planning.</p>	<p>June 2011  October 2011 Update: New placement officer in the Placement Core provided by UC Davis. On April 22, 2011, the past Placement Officer participated in Concurrent Planning training offered by the Yuba County Child Welfare Department. Remaining officers to participate in future concurrent planning training.</p>	<p>UC Davis</p>	
<p><b>1.1.2</b> Research family on the internet.</p>	<p>January 2012  October 2011 Update: Conducting internet searches for prospective family members. Additionally,</p>	<p>Placement Officer</p>	

			<p>looking for a way to pay for the Family Finding program</p>	<p>Placement Officer</p>
<p><b>1.1.3</b> Make referral to state adoptions at start of case.</p>			<p>June 2012  October 2011 Update: Referrals to state adoptions has not yet occurred. By June 2012, probation will contact state adoptions to be trained on this process.</p>	
<p><b>Strategy 1.2</b> Develop support group/training program to assist families/relatives who are interested in placement with understanding and dealing with child's issues/behaviors</p>			<p><b>Strategy Rationale</b>   <input type="checkbox"/> CAPIT  <input type="checkbox"/> CBCAP  <input type="checkbox"/> PSSF  <input checked="" type="checkbox"/> N/A          Providing support/training to assist relative placements learn how to deal with difficult behaviors of the youth should assist in placement stability for the minor.</p>	
<p><b>1.2.1</b> Research training programs on-line.</p>		<p>Timeframe</p>	<p>June 2011  October 2011 Update: Trained 1 probation officer in Strengthening Families and in the process of training 3 additional people</p>	<p>Placement Officer</p>
<p><b>1.2.2</b> Contact promising programs.</p>		<p>Timeframe</p>	<p>January 2012  October 2011 Update: Sutter-Yuba Mental Health providing training in Strengthening Families to probation staff</p>	<p>Assigned to  Placement Officer</p>
<p><b>1.2.3</b> Utilize services at Victim Witness.</p>			<p>June 2012  October 2011 Update: Parenting,</p>	<p>Placement Officer/Juvenile Court Officers</p>

	family and individual counseling program offered at Victim Services. Referrals made by probation staff. Participation and attendance are monitored by probation staff											
<p><b>Strategy 1.3</b> Establish Team Decision Meetings (TDM) that include current placement staff, parents, relatives, or any other individual who has ties to the child or family.</p>	<table border="1"> <tr> <td data-bbox="446 598 487 672"><input type="checkbox"/></td> <td data-bbox="446 672 487 745">CAPIT</td> <td data-bbox="446 745 649 945" rowspan="4"> <b>Strategy Rationale</b> Including more people in evaluating placement options for the child will help ensure all areas of concern by interested parties are addressed. </td> </tr> <tr> <td data-bbox="487 598 527 672"><input type="checkbox"/></td> <td data-bbox="487 672 527 745">CBCAP</td> </tr> <tr> <td data-bbox="527 598 568 672"><input type="checkbox"/></td> <td data-bbox="527 672 568 745">PSSF</td> </tr> <tr> <td data-bbox="568 598 609 672"><input checked="" type="checkbox"/></td> <td data-bbox="568 672 609 745">N/A</td> </tr> </table>	<input type="checkbox"/>	CAPIT	<b>Strategy Rationale</b> Including more people in evaluating placement options for the child will help ensure all areas of concern by interested parties are addressed.	<input type="checkbox"/>	CBCAP	<input type="checkbox"/>	PSSF	<input checked="" type="checkbox"/>	N/A		
<input type="checkbox"/>	CAPIT	<b>Strategy Rationale</b> Including more people in evaluating placement options for the child will help ensure all areas of concern by interested parties are addressed.										
<input type="checkbox"/>	CBCAP											
<input type="checkbox"/>	PSSF											
<input checked="" type="checkbox"/>	N/A											
<p><b>1.3.1</b> Contact agencies who utilize Team Decision Meetings.</p>	<p>June 2011</p> <p>October 2011 Update: Talked with CPS, waiting for notification of training by CPS</p>	<p><b>Timeline</b></p>	<p>Placement Officer</p>									
<p><b>1.3.2</b> Facilitate meetings to increase and improve parent involvement.</p>	<p>January 2012</p> <p>October 2011 Update: Informal meetings with parents occur monthly. Upon further training, the probation officer will conduct more formal Team Decision Meetings</p>			<p>Placement Officer</p>								
<p><b>1.3.3</b> Ensure all appropriate parties are present and involved in the meetings.</p>	<p>June 2012</p> <p>October 2011 Update: Informal meetings with parents occur monthly. Upon further training,</p>			<p>Placement Officer</p>								
<p><b>Milestone</b></p>		<p><b>Assigned to</b></p>										

			the probation officer will conduct more formal Team Decision Meetings		
<b>Improvement Goal 2.0:</b>					
Increase termination of probation for youth prior to 18th birthday by 50 percent.					
<b>Strategy 2.1</b>	Develop safety plans for family and child.	<b>Strategy Rationale</b>			
		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	Assist care providers in feeling safe in caring for the child and learn tools on how to effectively deal with the child.		
<b>Milestone</b>	<b>2.1.1</b>	Identify appropriate services for caretaker, parent, and child.	June 2011 October 2011 Update: In June 2011, the probation officer began providing gift cards for dinner, movies and pro-social activities during home visits. The Placement Officer also refers the minor's family to Parent Support Group and family counseling services through Yuba County Victim Services	Assigned to	Placement Officer
	<b>2.1.2</b>	Family Team Conference to develop safety plan.	January 2012 October 2011 Update: In June 2011, the probation officer began coordinating with group home staff and minor's family regarding		Placement Officer

	<p>what is expected during visits. The probation officer provides gift cards for dinner, movies and pro-social activities during home visits</p>			Placement Officer
2.1.3	Ensure all services have been offered to child.			<p>June 2012</p> <p>Ensuring minor participates in program to address behavior issues</p>
<p><b>Strategy 2.2</b></p> <p>Network with Family Foster Agencies (FFA) to recruit 602 W&amp;I foster homes in the local area.</p>	<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b></p> <p>Family setting in local area increases likelihood of strengthening family relationships and learning to function at acceptable level within the community.</p>		
2.2.1	Contact FFA Administrators.	<p>June 2011</p> <p>October 2011 Update: In 2009, the Placement Officer began attending Foster Youth Advisory meetings and in 2010, began attending the Blue Ribbon Commission meetings. In June 2011, the Placement Officer began conversations with FFA's regarding the recruitment of 602 W&amp;I foster homes</p>	<p>Assigned to</p>	Placement Officer
<p><b>Milestone</b></p>	<p>Timeframe</p>			
2.2.2	Develop and implement "awareness" (facts about 602 children) program to be used to recruit			<p>January 2012</p> <p>October 2011 Update: In progress. Expected completion</p>
				Placement Officer/Juvenile Court Officers

families	<p>2.2.3 Educate probation officers regarding differences between foster homes and group homes.</p>	<p>is January 2012</p> <p>June 2012</p> <p>October 2011 Update: In June 2011, the Placement Officer educated probation officers during an in-house juvenile unit training</p>	<p>Placement Officer</p>
<p><b>Strategy 2.3</b> Identify and work to develop life-long connectors throughout life of case.</p>	<p><input type="checkbox"/> CAPIT</p> <p><input type="checkbox"/> CBCAP</p> <p><input type="checkbox"/> PSSF</p> <p><input checked="" type="checkbox"/> N/A</p>	<p><b>Strategy Rationale</b> Maintain positive relationships for the youth in order to develop a lifelong support system.</p>	<p>Placement Officer/Juvenile Court Officers</p> <p>Assigned to</p> <p>Placement Officer/Juvenile Court Officers</p>
<p><b>2.3.1</b> Utilize internet search tools to locate identified persons whose whereabouts are unknown.</p>	<p>June 2011</p> <p>October 2011 Update: In June 2010, the Placement Officer began utilizing on line programs including Google and ZABA</p>	<p>June 2011</p> <p>October 2011 Update: Began in June 2010. The Placement Officer has arranged for travel and accommodations for visitations</p>	<p>Placement Officer/Juvenile Court Officers</p> <p>Assigned to</p> <p>Placement Officer/Juvenile Court Officers</p>
<p><b>2.3.2</b> Contact identified persons.</p>	<p>January 2012</p> <p>October 2011 Update: Began in June 2010. The Placement Officer has arranged for travel and accommodations for visitations</p>	<p>June 2012</p> <p>October 2011 Update: Began in</p>	<p>Placement Officer/Juvenile Court Officers</p> <p>Assigned to</p> <p>Placement Officer/Juvenile Court Officers</p>
<p><b>2.3.3</b> Interview child/family members on a regular</p>	<p>June 2012</p> <p>October 2011 Update: Began in</p>	<p>June 2012</p> <p>October 2011 Update: Began in</p>	<p>Placement Officer/Juvenile Court Officers</p> <p>Assigned to</p> <p>Placement Officer/Juvenile Court Officers</p>

basis.		June 2010. The Placement Officer continues ongoing questioning of minor and family regarding any family friends who could be support to them	
<b>Describe any additional systemic factors needing to be addressed that support the improvement plan goals.</b>			
None			
<b>Describe educational/training needs (including technical assistance) to achieve the improvement goals.</b>			
Family Finding; Team Decision Making; Family Team Conferencing			
<b>Identify roles of the other partners in achieving the improvement goals.</b>			
Participation of FFAs and family members.			
<b>Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.</b>			
None			

**Probation SIP Component Template**

<b>Outcome/Systemic Factor: Children emancipating who have been in care for 3 years or longer.</b>	
<b>County's Current Performance:</b>	
<b>Improvement Goal 1.0:</b>	

**Increase number of probation youth who graduate from high school by 50 percent.**

Strategy 1.1 Parent to be required to actively participate in the youth's education.		CAPIT		Strategy Rationale
		<input type="checkbox"/>	<input type="checkbox"/>	
Milestone		CBCAP		Assigned to
		<input type="checkbox"/>	<input type="checkbox"/>	
1.1.1 Encourage parent to be active in education.		PSSF		Placement Officer
		<input type="checkbox"/>	<input type="checkbox"/>	
1.1.2 Provide parents with updated school documents.		N/A		Placement Officer
		<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Timeframe		Assigned to		
1.1.1		June 2011	Placement Officer	
1.1.2		October 2011 Update: In June 2010, the Placement Officer began notifying the family of IEP's and other educational meetings and provides gas cards if needed in order to attend the meetings. This occurs at the inception of the case and throughout the life of the case	Placement Officer	
1.1.3		January 2012 October 2011 Update: In June 2010, the Placement Officer began providing parents with documentation. This occurs throughout the life of the case	Placement Officer	
1.1.3		June 2012 October 2011 Update: Provide gas cards as needed	Placement Officer	

Milestone	Strategy 1.2 Probation officer to monitor the youth's education.	Strategy Rationale	
		<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	To ensure educational needs are addressed in order to prepare the youth for graduation.
1.2.1 Monitor youth's attendance in school.	1.2.1 Monitor youth's attendance in school.	June 2011	Placement Officer
		October 2011 Update: In June 2010, the Placement Officer began monthly contact with the school to review minor's grades and attendance. This occurs at the inception of the case and throughout the life of the case	Assigned to
		January 2012 October 2011 Update: In June 2010, the Placement Officer began having monthly contact with the school to review minor's behavior at school. This occurs at the inception of the case and throughout the life of the case	Placement Officer
1.2.2 Monitor youth's discipline in school.	1.2.2 Monitor youth's discipline in school.	June 2012	Placement Officer
		October 2011 Update: This occurs at the inception of the case and throughout the life of the case. In June 2010, more emphasis was put on the	Placement Officer
1.2.3 Attend meetings (IEPs, parent/teacher meetings, etc.)	1.2.3 Attend meetings (IEPs, parent/teacher meetings, etc.)		

	Placement Officer attending IEP's in person or by phone		
<b>Strategy 1.3</b> Ensure youth is not credit deficient.	<b>Strategy Rationale</b> To ensure educational needs are addressed and that the youth is prepared to graduate.	<input type="checkbox"/> CAPIT <input type="checkbox"/> CBCAP <input type="checkbox"/> PSSF <input checked="" type="checkbox"/> N/A	
<b>1.3.1</b> Ensure youth is enrolled in appropriate classes	June 2011  October 2011 Update: In June 2010, the Placement Officer began reviewing transcripts, report cards, IEP's and talking with teachers. This occurs at the inception of the case and throughout the life of the case.	<b>Timeframe</b>	Placement Officer
<b>1.3.2</b> Refer youth to tutoring	January 2012  October 2011 Update: In June 2010, the Placement Officer began referring minors to tutoring as needed	<b>Timeframe</b>	Placement Officer
<b>1.3.3</b> Enroll child in community college courses to earn more credits.	June 2012  October 2011 Update: Completed on a case by case basis	<b>Timeframe</b>	Placement Officer

**Improvement Goal 2.0:**

Increase number of probation youth who have gained employment by 50 percent.

**Strategy 2.1**

Increase probation officer's involvement in ILP.

- CAPIT
- CBCAP
- PSSF
- N/A

**Strategy Rationale**

To ensure the youth's independent living skills are being offered and are appropriate.

**2.1.1**

Regular contact with ILP Coordinator.

June 2011

October 2011 Update: In June 2010, the Placement Officer began contacting ILP Coordinators to review services and make sure they are following through.

Placement Officer

**2.1.2**

Review ILP with youth.

January 2012

October 2011 Update: In June 2010, the Placement Officer began discussing ILP with minor and making sure ID cards and birth certificates are being obtained

Placement Officer

**2.1.3**

Obtain ILP progress reports.

June 2012

October 2011 Update: Obtain on a quarterly basis

Placement Officer

Milestone

Assigned to

Strategy 2.2 Assist youth in obtaining employment.		Strategy Rationale			
		<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A
<b>Milestone</b>  2.2.1 Bring youth to job fairs.  2.2.2 Refer youth to job training programs.  2.2.3 Assist youth with job applications.	<b>Timeframe</b>  June 2011 Within 36 months October 2011 Update: The Placement Officer has not been afforded the opportunity to bring a minor to a job fair, as none have been offered near current placements January 2012 October 2011 Update: In June 2010, the Placement Officer began coordinating with ILP in order for the minor to have assistance with job applications June 2012 October 2011 Update: Group home mainly helps, when minor asks, PO provides assistance	Assigned to			
		Placement Officer/Placement program	Placement Officer	Placement Officer/Placement program	
		Placement Officer/Placement program	Placement Officer	Placement Officer/Placement program	
<b>Strategy 2.3</b> Professional mentoring program.		<b>Strategy Rationale</b> To establish a network in the employment industries and obtain employment skills.			
		<input type="checkbox"/> CAPIT	<input type="checkbox"/> CBCAP	<input type="checkbox"/> PSSF	<input checked="" type="checkbox"/> N/A

Milestone	2.3.1 Identify professionals willing to provide on the job training.	June 2011 October 2011 Update: Attempts made but not successful. Placement Officer will continue to attempt to locate employment mentors	Assigned to	Placement Officer/Placement program
	2.3.2 Assist with transportation to and from job training.	January 2012 October 2011 Update: Has not been needed to date	Assigned to	Placement Officer/Placement program
	2.3.3 Purchase clothing for youth's job training/interviews.	June 2012 October 2011 Update: Gift cards to purchase clothes and shoes. The Placement Officer has taken minor on shopping trips when needed	Assigned to	Placement Officer/Placement program
Describe any additional systemic factors needing to be addressed that support the improvement plan goals.	None			
Describe educational/training needs (including technical assistance) to achieve the improvement goals.	Job Fairs/CalWORKs			
Identify roles of the other partners in achieving the improvement goals.	Community/Business owners.			

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

None